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WILLIAM T FUJIOKA
Chief Executive Officer

August 1, 2014

To: Supervisor Don Knabe, Chairman
Supervisor Gloria Molina
Supervisor Mark Ridley-Thomas
Supervisor Zev Yaroslavsky
Supervisor Michael D. Antonovich

From: William T Fujioka
Chief Executive Officer

A handwritten signature in black ink, appearing to read "WTF", is written over the printed name of William T. Fujioka.

Board of Supervisors
GLORIA MOLINA
First District

MARK RIDLEY-THOMAS
Second District

ZEV YAROSLAVSKY
Third District

DON KNABE
Fourth District

MICHAEL D. ANTONOVICH
Fifth District

**WORK PLAN SUMMARY FROM AECOM, INC. FOR THE PROPOSED
CONSOLIDATED CORRECTIONAL TREATMENT FACILITY (ITEM NO. 24, AGENDA
OF AUGUST 5, 2014 - CONTINUED FROM AGENDA OF JULY 29, 2014)**

Item No. 24 on the August 5, 2014 Board agenda, recommends actions needed to carry out Supervisors Molina and Antonovich's May 6, 2014 motion to further refine and develop performance criteria and initial design of Vanir Construction Management's Option 1B, which proposed design and construction of a Consolidated Correctional Treatment Center (CCTF). The CCTF will focus on integrating mental health and substance abuse treatment programs to County inmates in a correctional setting.

We are enclosing AECOM Inc.'s work plan summary for informational purposes. The work plan articulates the detailed tasks needed to refine and further develop the CCTF.

If you have any questions regarding this matter, please contact Santos H. Kreimann at (213) 974-1186.

WTF:SHK:DJT
TJ:rp

Attachment

c: Sheriff
Executive Office, Board of Supervisors
County Counsel
Board Justice Deputies
Health Services
Mental Health
Public Health
Public Works

"To Enrich Lives Through Effective And Caring Service"

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WORK PLAN SUMMARY Revised 30 July 2014

Introduction

AECOM's approach to developing the scoping documents for the new Los Angeles County Consolidated Correctional Treatment Facility (CCTF) entails the validation and refinement of the architectural program that was developed by Vanir under Option 1B, which was approved by the Board of Supervisors on May 6, 2014. Option 1B focuses on the integration of mental health and substance abuse treatment programs and custody operations in a flexible and cohesive space program. As further directed by the Board, refinement of this program will explore opportunities to incorporate efficiencies in facility design, operations, and project delivery with the intent to enhance the overall feasibility of Option 1B.

Accordingly, AECOM will employ "best practices" for the design of treatment environments that house inmates with mental health disorders, minimize capital and life cycle costs, development, design, and construction of phases, and operational disruptions, and enhance the overall development of the site. The result of this review will lead to the development of scoping documents for the various packages envisioned for this important County capital project.

A key asset of the AECOM team is our understanding of the operations, particularly how treating mental health individuals in a correctional setting, will lead to the development of a functional facility responsive to the needs of the inmates, the staff and the public. Los Angeles County based, JFA Inc., represented by Jay Farbstein and Brenda Epperly will augment our team by providing "evidence based practices" that have been shown to be practical and effective in the design of facilities that require unique operational and design parameters. The outcome of this project is to develop a facility that ensures adequate mental health treatment, suicide prevention and effective and humane conditions of confinement for inmates. Another important goal is to improve the employment conditions for the staff and health care workers treating the inmates.

Our Approach/Methodology for refining the Vanir Report and developing the Scoping Documents for the CCTF will also include an analysis of several key conceptual components, including:

1. Potential location of new CCTF and other facilities on the existing site
2. Parking requirements
3. Arraignment Court requirements
4. Demolition requirements and sequencing
5. Site circulation
6. transportation requirements
7. Central Plant and other support facility requirements
8. Coordination with EIR

The five phases for each for the project components consist of the following:

- Phase I – Project Orientation/Organization
- Phase II – Survey, Inventory, Data Analysis

- Phase III – Definition and Evaluation of Building Development
- Phase IV – Recommended Building Plans
- Phase V – Design/Builder Procurement Scoping Document Services

This approach assumes multiple design/build contracts. There are nine specific tasks and five phases for the development of each. All tasks may not lend themselves well to each of the phases. As an approach example, the loop road does not readily lend itself to survey or inventory, the intent is to be able to establish enough definition so that the design builder can develop the road in the approximate location identified. This is similar for the central plant in terms of potential connections, routings and capacities. Our intent is not to design but to provide enough guidelines so that the proposers know what *they* have to design.

Following are the required Phases and a brief overview of each:

Phase I – Project Orientation/Organization

This phase will focus on collecting and refining previous studies prepared by Vanir and others retained by the County, current issues, facility site and building plans. Vanir will be actively involved in this phase of work. Additionally, during this phase we will work together to better understand your philosophical approach and vision for operating the Consolidated Correctional Treatment Facility site and your expectations regarding the output of the planning effort. This phase will result in a refined work plan that reflects joint input into the process.

Phase II – Survey, Inventory and Data Analysis

This will include preparation of base maps and plans with regard to collection of base data for planning of alternative site plans and building configurations consistent with Option 1B. Additionally, during this phase, planning will be accomplished so as to allow each facility to be modeled relative to current and potential supportable capacity in accordance with Title 24 Standards and LA County's programmatic goals. This phase will also include the option to develop the ALTA survey described in the County issued scope of work. Phase II culminates with the preparation and submission of an existing condition report which will serve as the database for planning.

Phase III – Definition & Evaluation of Alternatives

This stage will focus on the cursory evaluation of the existing specified structures designated for temporary only re-use or re-assignment for a defined interim period.

The decision to demolish the Men's Central Jail has already been made. Portions may need to remain open on a temporary basis depending on alternate phasing. No portion of Men's Central Jail will need to remain functioning for any period of time beyond initial construction completion. The criteria for temporarily reusing existing facilities during construction are as follows:

- Security/Code Related/Life Safety

- Deferred Maintenance
- Enhanced Custodial Services
- Reduced Operational Costs
- Maintain Current Possible Capacity, or
- Provide for Future Potential Growth and Increased Capacity
- Inclusion of both Facility level and Complex Level

Phase IV – Recommended Building Plans

This phase of the planning approach focuses on the synthesis of the recommended plans for each of the areas, facility and site layouts into a prioritized approach to implement improvements on a facility by facility, structure by structure, area by area on a site wide basis. The final site plan evaluation will provide an overall framework for the orderly development of all structures, facilities and physical areas on the site slated for development to meet the goals and objectives of Los Angeles County. The site development plans will be explored and analyzed so as to ascertain the best and most practical future for the functioning of the Consolidated Correctional Treatment Facility. Vanir's initial programmatic study will serve as the basis for this examination. We will hold additional program discussions with the departments of Mental Health, Public Health, Health Services, and Sheriff to refine Vanir's initial program model and ensure focus on the programmatic objectives is maintained.

As part of this exercise, operational costs will also be refined. Where appropriate this will be extended to a life-cycle cost/benefit analysis as an additional resource for final decision-making. A major component of life cycle costing is based on the staffing of the facility. As much of staffing is predicated on housing unit sizes and layouts, we would look to the expertise of the Sheriff's Department to work with us in providing input, expertise and guidance as to the interaction of housing unit and cluster shapes and sizes. All staffing and projected staffing will be provided by the Sheriff's Department. It is NOT the intent of this report to develop any staffing patterns.

Although it is not our intent to calculate actual electric, water and sewage future usage, we will be developing an order of magnitude projection so as to establish future capacity and demand

These decisions may also yield cost implications that will require consideration. Phase IV will include a series of final graphics and narrative draft report depicting development options with permutations and combinations related to cost and scheduling depending upon the extent of required temporary reallocation, if any and/or new construction. The intent is to develop advanced stacking and blocking diagrams depicting what uses will occur as developed from the program, and where within the proposed buildings those functions will occur.

Phase V – Design / Builder Procurement Scoping Document Services

The intent of this work effort is to develop and document enough information, based on the previous phases, for the short-listed design-build teams to propose actual building solutions along with actual proposed costs and schedules. This will not include specific floor plans but will include enough information so that each team will be able to provide a solution that will be consistent with the project's

intent as well as consistent with each of the other competitor's proposal. A final draft report will be developed for presentation to be reviewed by the Project Review Committee. This will represent a culmination of all of the previous phases. Upon receipt of all comments a final report for this phase will be issued, and a stand-alone Executive Summary will be prepared for broader distribution by LADPW.

All of the work being produced, unless otherwise noted, will be performed on a lump sum, percentage of completion by phase basis. Although the final document will contain diagrams and drawings supporting the work, actual architectural and engineering drawings will not be produced. The work effort included in this proposal will mirror the work effort and deliverables of similar sized and natured correctional/mental and physical health facilities of similar cost magnitude. Further, the scope of deliverables shall follow the County Design Build Manual.

DETAILED SCOPE NARRATIVE

Methodology

The following work plan depicts the major tasks to be undertaken within each phase of the project in an effort to meet the Correctional mental health goals and objectives of LA County.

Phase I – Project Orientation/Organization

The purpose of this Phase is to effectively organize our efforts and integrate the County's input to refine the Project Work Plan and Schedule, develop a data base management system, and obtain agreement on the approach, methods, and work products of the Project.

This stage will be of short duration but of crucial importance to the Study as it guides what is to actually occur. In essence, in order to work the plan, one must plan the work. That occurs during this phase. Phase I is divided into four major tasks:

- I.1 Establish Project Orientation
- I.2 Establish Project Organization
- I.3 Examine Existing Data (Vanir Report and other reports by County retained consultants)
- I.4 Submit Interim Report

Task I.1 – Project Orientation – The primary purpose of this task is to develop the philosophical and operational underpinnings of all inventory assessment, programming and scoping document work for the project. This will involve discussions and work sessions with LADPW, LASD, LA County Department of Mental Health, LA County Department of Public Health and LA County Department of Health Services along with necessary required equipment operators to outline a Mission Statement for the project, and to subsequently round this out with an understanding and description of the specific goals to be addressed by the development of this facility. Additionally, the number of program and planning committees will be established along with the proposed members for each of those committees. Stakeholders and regulatory agencies will

be identified and assigned committees as well. Committees may consist of active program related committees addressing issues such as food service, or their specific tasks may involve oversight of other committee's work such as a steering committee or a judicial interface group. Once established, a kickoff meeting will be held and the work can commence.

Task 1.2 – Project Organization – Collaterally, it is important to establish a good working relationship between key members of the Consultant Team and the Client. This relationship is essential to ensure that initial direction is given, concerns are resolved, the Project is organized efficiently, and a sound basis is established for communication and confidence between the Team and the County. Critical to the success of the project is implementing an approach to consensus building at the outset of the project. As part of Task 1.2, we will establish a Project Review Committee that will help guide the effort and participate in all phases of the project.

The work plan outlined in the following pages is intended to identify an approach and methodology that meets all the criteria established in the Request for Proposals for Consultant Services. This task provides an opportunity for LADPW, DMH, DPH, DHS, and LASD to refine the Scope and Work Plan where appropriate. The discussion and adoption of the Work Plan/Schedule and Work Product Descriptions will provide a clear definition of what will be done and when. Workshop discussions will be held to discuss issues, present approaches and refine project strategy and direction. Much of what is developed in this task will form the basis for an agenda for the kickoff and subsequent meetings for the committee work as identified above.

Task 1.3 – Examine Existing Data – Vanir Report – The purpose of this Task is to analyze the full range of information and data prepared by Vanir in their Los Angeles County Jail Plan, Final Report – April 21, 2014. This includes the development and validation of the architectural space program, and to work to custom design data collection/survey methodologies that will capture the required information in a consistent, reliable manner that reflects the mission and operations of this facility.

This involves:

- Careful evaluation of reporting/data requirements
- Modification of forms and/or methods that the Team has used successfully in previous projects. This will include the refinement of prior survey forms and records of discussion of prior staff interviews and of course, the corresponding results.
Highlighting challenges and lessons learned from similar projects and working to get ahead of these tasks before they become barriers.
- Refinement of data collection forms and strategy to assure a consistent, quality database.

The purpose of this task is to determine what base information exists and to structure the means to obtain additional information that may be required. In order to effectively structure on-site data collection (Phase II), it is necessary to compile, organize, and evaluate all available initial base information.

- For the existing structures, this will include any available site plans, building plans and previous design/pre-design studies
- For operations analysis, this will include working with each of the County departments to understand current staffing plans, operational budgets and costs, the offender transport study and other related information for the existing facility.
- Available base data will be analyzed in conjunction with the data collection instruments to measure the difference between what information is available and what will be required. The extent of fieldwork data collection required will be reflected in refined Project Work Plan/Schedules that are also a product of this Phase.

Task I.4 – Submit Interim Report – This task integrates the efforts of the prior activities in this Stage to document and present the results in an understandable format for all participants. Effectively, the Phase I Report provides a foundation of information known about the project at this point, and outlines the rationale and detailed plan to accomplish the rest of the project in a most efficient manner including the guiding principles and objectives to be achieved.

The actual deliverables in this phase will include:

Meeting minutes, rosters and lists of all committees, members and meeting schedules, organization charts depicting oversight, lines of communication and approval authority, a refined timeline for the overall project along with milestone dates and reporting schedules as well as liaisons with the US Dept. of Justice, Board of State and Community Corrections (BSCC) if desired and stakeholders such as the Board of Supervisors.

This information will all be compiled into a Draft Phase I Report and submitted for a two week review period. Comments will be received from the County and incorporated into the draft resulting in the Final Phase I Report. So as to maintain momentum, as well as the aggressive schedule, work will commence on Phase II prior to receiving Phase I comments.

Phase II – Survey, Inventory & Data Analysis

This phase represents the primary data collection effort of the study. Activities during this stage will focus on the development of a qualitative and quantitative inventory of all infrastructure, site and physical facilities currently located on the site, refine the architectural space program, site testing current and future supportable capacity to determine feasibility of the Vanir report and to seek alternative solutions on the placement of the building components.

Phase II includes thirteen (13) major tasks as follows:

- II.1 Research National Trends
- II.2 Conduct Facility Assessment
- II.3 Convene Programming Workshop

- II.4 Validate Program Space Index and Data Base
- II.5 Conduct Geotechnical Survey (optional)
- II.6 Refine Adjacency Diagrams
- II.7 Summarize Space Compilations
- II.8 Review Title 24 and other relevant Standards (including licensing and Certification)
- II.9 Prepare Draft Program/Cost Estimate
- II.10 Initiate ALTA Site-wide Survey (optional)
- II.11 Assistance as Required for NEPA/CEQA Approval (optional)
- II.12 Prepare Draft Report/Cost Estimate
- II.13 Milestone Review

Following is a detailed description of what is envisioned to occur within each of the tasks:

Task II.1 – Research National Trends – As a basis for comparison, national trends and best practices related to treating the mental health inmate population and to design environments in a correctional setting will be researched. In this task, an environment is imagined in which best correctional mental health practices takes place. These are conceptual benchmarks against which real-world approximations to best practice environments may be measured. A representative, if not comprehensive, list of principles consistent with such a state of affairs would be part of this task. This research will be led by Jay Farbstein and Brenda Epperly as mental health subject matter experts in the field of correctional operations and functions. Additionally, trips to new similar facilities as a group may be warranted. It is anticipated that the costs for these trips could be funded through the reimbursable allotment. Additionally, a technical assistance grant for travel may be able to be procured through the National Institute of Corrections, with whom Roger and Jay have worked for many years.

Task II.2 – Conduct Facility Assessment –An architectural/engineering team will visit each facility and conduct a walk-through visual survey of each site and major buildings. A site and engineering utility survey team will visually assess the site infrastructure so that the utility availability versus the utility requirements for the Consolidated Correctional Treatment Facility is known. The purpose of this exercise is two-fold. First it provides a basis of knowledge so that the consultant team recognizes the background from which the staff is operating, and second it provides for an understanding of the physical condition of the facility with an eye towards a demolition schedule.

This task includes the analysis of the baseline projections completed by the LASD and the Vanir study. In addition to refining the output as developed, we will look to understand the basic

assumptions of the model and what drove the projections. This task will also include refinement of previous work completed on historic and projected trends in the mental health population based geography/region, age, security level, special needs and medical requirements. It is the intent of AECOM to use the information that has already been developed for this task. This information will also inform the discussion related to the development of specialized facilities based on offender needs such as mental health, inpatient medical, short-term sentenced, State re-entry commits, etc. This analysis is important to the overall planning and programming process, as the decision to specialize facilities directly impacts programmatic space needs related to future planning.

Task II.3 – Convene Programming Workshops – A series of Programming Workshops will be held with each of the individual committees as well as the Project Steering Committee along with key policy makers as a basis for adopting an approach to develop policy and procedure level decisions, analyze “best practices” and discuss how they would/could influence the development/refinement of the operational program as well as the architectural space program. During these meetings, alternate scenarios can be discussed. The purpose of the workshops is to provide a perspective on programmatic needs and technological options. This workshop will allow AECOM and our consultants to leverage the information gathered to date and provide the County and user group’s data with which to make an informed decision on how the functional design of the facility will affect the operations.

These workshops will be led by Jay Farbstein and Brenda Epperly with active participation from senior AECOM representatives. This will represent the genesis of identifying the issues and where they are best located in terms of functionality. New operational paradigms will be explored that maintain intent and programmatic premise of Option 1B.

Task II.4 – Validate Program Space Index and Data Base – Through the vehicle of the Programming Workshops, all of the spaces previously identified will be re-confirmed in terms of their functionality which will relate directly to size, placement and adjacencies. Any spaces that will be required based on the development of the functional program that have not yet been identified will be added to the Space Index along with its associated size and specific requirements. Sizing of each of the spaces will be based upon ACA and/or County standards derived from a database that will allow for continuity and consistency within similar room types throughout the proposed complex. Coupled with the Adjacency diagrams, the Space Index will define the size and location of the various components that will make up the CTTF.

Task II.5 – Conduct Geotechnical Survey (optional) – An essential element of our work plan is to prepare a geotechnical survey of the site, predominantly, where potential areas of future development may occur. This will provide for a consistent datum basis for the Design/ Builders. Borings will define the various stratum and water table elevations as a basis for the design-builder to design the foundation system for the complex. The intent will be to present the facts without a recommendation for a solution in the form of a building, engineering or foundation,

etc. type. Further, water testing will occur and reports will be submitted to the County for their use.

Based on the site survey, geotechnical reports, programmatic and parking requirements, constraints and opportunities to expand existing sites will be defined. Potential site expansion or infill areas will be depicted graphically, along with an analysis of issues related to the environment, land development of utilities that may impact expansion.

Task II.6 –Refine Adjacency Diagrams – Once all of the spaces required have been identified and confirmed, the adjacency diagrams will be refined so as to establish circulation spines where required as well as identify key access points for various component functions. These diagrams will be developed and/or confirmed on the basis of the functioning of each individual component and the associated rooms that make up that component. These diagrams will be established as the micro adjacencies. Each component will form its own area and the interrelationships and functionality with other components will be identified as well. These diagrams will form the macro adjacencies. Additionally, there may be the need to provide additional macro adjacencies that will identify how the portions of the overall project relate to one another such as the parking structures to the CCTF tower and related facilities such as the Central Plant. These too, will be identified. This exercise in essence will define the functioning of inmate and staff movement.

Task II.7 – Refine/Summarize Space Compilation – Key to the project’s success will be the development of a detailed program that integrates space needs with operational needs, policies and procedures, and establishes the basis for design, as well as future expansion. The existing Vanir program will be used as a basis to start this exercise. While planning addresses strategy and direction, as well as broadly defined interests, ideas, costs, and alternatives, programming, by contrast, is very specific and defines the kind, size, number, relationship, and expected operation of every space to be included within a particular building. Providing that level of detail will be the focus of the following set of tasks.

- **List facility components** – Based on the deployment analysis using the previously developed Vanir report, we will prepare a final listing of all building occupants and functions. This will serve as the organizational template for program documentation.
- **Define design objectives** – The new facility will have a mission statement, a broad description of its operational intent, and the type of image that should be projected. The CCTF is not just workplaces and a treatment facility. It is also a critical public facility that is important to the community. As such, their perception and acceptance for the treatment and confinement of inmates with mental health disorders is of paramount importance. Bearing this in mind, the team will develop design objectives both by component and for the building as a whole that will answer the treatment needs of the inmates, operational needs of the staff and address the needs and perceptions of the public.
- **Define appropriate space standards and design guidelines** – The team will use the California Design Guidelines, Title 24, Title 15 and all other relevant material, as a basis

for the allocation of spaces for cells, medical, program, treatment, and general office functions. These standards and guidelines will be flexibly applied based on a thorough understanding of the function of each staff person and space. Additionally, Department of Justice report findings will be incorporated.

- **Document component organization, staff and operations** – Every occupant group will be carefully described, its staff detailed, and its functional/relational interests described in sufficient detail to inform the design professionals of their operational requirements. We will develop this information primarily through interviews with component representatives and surveying existing spaces. The interview process will be extensive and may include visits to each department as needed to fully confirm their required space needs.
- **Provide space lists** – We will refine the Vanir Report including the detailed space lists and identify any missing components for each occupant group, including both staff spaces (defined by standards) and supporting spaces developed from the interview process and assessment of existing and projected patterns of operations. Key to this process is to not only identify the required spaces, but also the spaces often overlooked and not identified thereby never being designed into the project. These spaces such as staff washrooms, janitor closets, storage areas, etc. will be identified so as to make their inclusion a reality.
- **Develop adjacency diagrams** – Each departmental description, operational narrative and space list will be accompanied by a diagram or set of diagrams detailing the relationships of the spaces within each department as well as among departments (and other buildings on the campus). These will not be floor plans, but will aid the occupants and the design-build teams in clarifying the organizational and operational expectations and confirm that the spaces will function together in a supportive way.
- **Define parking needs** – Based on the development and approval of the final program, the estimated parking requirements for staff, including shift change, and any general public use, will be calibrated as a means to determining the final size of the parking structures for the two areas.

Task II.8 – Review Title 24 and other relevant Standards – Initial activities will focus on developing space requirements based on Titles 15 and 24 standards and translating them to per-inmate algorithms for modeling projected capacities. In addition, this review can include ACA Standards for Adult Local Detention Facilities, Fourth Edition, as well as all relevant public health standards addressing mental health facilities.

Task II.9 – Prepare Cost Estimate – Using the refined architectural space program, a cost estimate will be prepared to confirm the project is within the County's budget and make any programmatic adjustments as required.

Task II.10 – Initiate ALTA Site-Wide Survey (optional) – A complete ALTA site-wide survey will be initiated as part of Phase II work efforts. An initial photogrammetric survey will be prepared to define topography, road and building location and other information readily available from

aerial photography. This survey will be field verified and additional data collected related to utility sizes and invert depths, service points, meters, manhole locations etc. as well as all significant site features.

Task II.11 – Assistance as Required for NEPA/CEQA Approval (optional) – Per our discussions, AECOM is prepared to work with The Planning Center in terms of any required coordination for environmental work. This will include all required efforts on the part of AECOM and our consultants for required NEPA/CEQA approvals. An agreed upon allowance has been set aside for this effort.

Task II.12 – Prepare Draft Report – A draft report of findings will be prepared to summarize the data as identified in the previous steps. This will be reviewed with the Project Committee.

Task II.13 – Milestone Review – The culmination of all of the above efforts will be presented and comments will be solicited. Those comments will be integrated as part of the project development process. If desired, a presentation can be prepared and delivered to all appropriate parties when required.

The actual deliverables in this phase will include:

Meeting minutes, amended rosters and lists of all committees, members and meeting schedules, organization charts depicting oversight, lines of communication and approval authority, an updated timeline for the overall project along with refined milestone dates and reporting schedules as well as liaisons with regulatory agencies and stakeholders. Additionally, the initial survey and inventory will be submitted for review along with projected costs for key components. The draft refined program will be submitted as well which will include all of the adjacency diagrams as well as the refined space lists and operational narratives. At the conclusion of this phase, the County will have two valuable tools in terms of the program that will establish the **WHAT** of what is required as well as the inventory which will establish the **WHERE** as in where is placement suitable for the “what” to occupy on an interim and permanent basis.

This information will all be compiled into a Draft Phase II Report and submitted for a two week review period. Comments will be received from the Steering Committee and incorporated into the draft resulting in the Final Phase II Report. Similarly to Phase I, so as to maintain momentum, as well as the aggressive schedule, work will commence on Phase III prior to receiving Phase II comments. Together, the Phase I, II, and III reports will comprise the Scoping Document.

Phase III – Definition and Evaluation of Building Development

This phase will focus on analyzing the information collected during Phase II, and integrating the assessment of current conditions and projected capacity and operational needs. Also during this phase, a general assessment of operational changes that may reduce total projected facility needs will be completed. In effect, the analysis completed during this phase along with the Phase II database will

serve as the foundation for the synthesis of the planning efforts into planning recommendations during Phase IV, Recommended Building Plans.

The intent of this phase is not to create comprehensive floor plans that will dictate where every room or space and its corresponding size is to be situated. This phase will identify where approximately within the confines of the structure(s) any department and the associated room assigned to that department will be planned. The documentation will be more similar to blocking and stacking diagrams than to actual floor plans thereby allowing more flexibility and creativity to the design builders without sacrificing the operational goals as defined in the program.

Additionally, included within the activities of this phase, the team will develop overall costs to be used in projecting the viability of alternatives and the eventual development of the overall capital program. The Vanir Report will be analyzed as well during this phase so as to establish the potential for different building configurations, locations, and site development options on the existing site. Following is a more detailed description of the seven specific tasks identified under this phase.

Phase III includes seven major tasks:

- III.1 Define and Develop Existing Site Alternatives
- III.2 Comparative Analysis
- III.3 Building Alternative Workshop/Refine Building Development Frame Work
- III.4 Refine Building Development Plan Frame Work
- III.5 Prepare Phasing and Move Management Plan
- III.6 Prepare Draft Plans and Cost Estimates
- III.7 Milestone Review

Following is a detailed description of what is envisioned to occur within each of the tasks:

Task III.1 – Define and Develop Existing Site Alternatives – This stage will focus on analyzing the information collected during Phase II, and integrating the assessment of current conditions and projected replacement needs. In effect, the analysis completed during this phase along with the Phase II database will serve as the foundation for the synthesis of the planning efforts into the development of the scoping documents.

Using the Vanir Report as a basis, the planning team will develop the most optimal project design and delivery method. The formulation of alternative construction phasing plans for analysis will be developed in concert with LADPW, CEO and LASD so they are reflective of an appropriate, realistic and affordable range of actions. As part of the activities in this phase, the team will develop an overall database to be used in projecting the cost of spatial and physical improvements associated with the analysis of alternatives and the eventual development of an

overall cost loaded schedule. Unit budget prices will be based on each component/building type. The construction cost database will allow the projection of the costs of new construction and permit a comparison of construction types. An example may be the use of steel versus concrete, or one tower versus two.

Task III.2 – Prepare Comparative Analysis – Site plan alternatives will be analyzed and compared based on a series of factors identified in concert with the Project Review Committee. We will develop comparative data for each factor and provide an initial comparative evaluation of the various approaches, which will be discussed with the County in a workshop.

Criteria for comparative evaluation may include:

- Construction Costs
- Long Term Operation Costs
- Feasibility of Implementation
- Programmatic Suitability
- Operational Flexibility
- Site circulation
- Site Security
- Environmental Sensitivity
- EIR/CEQA Requirements
- Dependency on Other Actions
- Schedule and Phasing Implications
- Annual Implementation Costs

Task III.3 – Building Alternative Workshop – A series of construction phasing and building configurations will be presented for the Consolidated Correctional Treatment Facility site including alternative phasing of the utilization of the existing structures. The initial focus for each option will be on how best to locate, plan, construct and phase the new Consolidated Correctional Treatment Facility. Permutations and combinations will add to the number of potential sub-options allowing the County flexibility in establishing the direction of the Implementation.

Task III.4 – Refine Building Development Plan Frame Work – The results of the workshop will be compiled and presented in a draft report outlining an overall framework for the implementation. Based on this review, the framework will describe what the functional operation and physical plant at the Consolidated Correctional Treatment Facility will look like in the future. The framework as defined at the end of Phase III will be further developed in the final phase into a rank-order, phased Building Development plan. This will include the blocking and stacking diagrams. Later, as the final plan is formulated, an action plan can be modified as required to provide a perfect fit in the overall phasing and implementation plan.

Task III.5 – Prepare Phasing and Move Management Plan – Based on a selected plan for the development of the new Consolidated Correctional Treatment Facility, a phasing plan will be developed that illustrates and describes the sequence of activities that would occur during the implementation period. The plan would also, at a high level, identify how to manage the various moves that would occur with each agency during this time frame. Further, operations during the interim periods must not be compromised and therefore must be addressed at each successive phase.

Task III.6 – Prepare Draft Site and Building Plans and Cost Estimate – This task includes the development of a report and statement of probable cost summarizing all of the activities completed in Phase III. Reports will address current conditions, functional considerations, supportable capacity, and constraints and a variety of opportunities for expansion and the new facility construction. A report will be prepared outlining the overall recommended framework for planning and implementation.

Task III.7 – Prepare Milestone Review – The final framework for planning will be reviewed with the Project Review Committee prior to proceeding into Phase IV. As required, presentations can be made to a variety of stakeholders as well as regulatory agencies in this as well as prior phases. This might include the Board of Supervisors as well as representatives of the Department of Justice. Further, despite not being a direct requirement, we are prepared to work with the County by attending meetings specifically geared for Community Outreach and Public Relation purpose.

The actual deliverables in this phase will include:

Meeting minutes, an updated timeline for the overall project along with refined milestone dates and reporting schedules will be included as with all phases. This phase will also provide for the draft blocking and stacking diagrams derived from the final program which will also be submitted. Additionally, the initial draft site and building plan analysis and report will be submitted along with recommendations, potential phasing and implementation plans and associated costs. This information will all be compiled into a Draft Phase III Report and submitted for a two week review period. Comments will be received from the Steering Committee and incorporated into the draft resulting in the Final Phase III Report. Similar to Phases I and II, so as to maintain momentum, as well as the aggressive schedule, work will commence on Phase IV prior to receiving Phase III comments.

Phase IV – Recommended Building Plans

This phase represents the point in the process where all of the previous work becomes assimilated and the results begin to form the basis of a comprehensive study. As such, during this phase, while decisions are still somewhat flexible, presentations to both Stakeholders and regulatory agencies should be include. At the conclusion of this phase enough information will have been developed so as to establish an overall direction along with a consensus.

Following are the seven tasks identified to make up Phase IV:

- IV.1 Refine Physical Facility Documents/Scope (stacking and blocking)
- IV.2 Refine Capital Construction Cost Factors
- IV.3 Refine Operational Cost Factors
- IV.4 Refine Phasing and Move Management Plan
- IV.5 Produce Draft Building Plans
- IV.6 Present & Distribute Draft Building Development Plan
- IV.7 Incorporate Comments & Reissue with Executive Summary

Following is a detailed description of what is envisioned to occur within each of the tasks:

Task IV.1 – Refine Physical Facility Documents/Scope – Consistent with the new development concepts defined in the Building Development Plan Alternatives Workshop, each contemplated capital construction action will be refined for the sites, structures, and infrastructure, and, as appropriate, additional detail will be provided for each Building Development Plan option. These will be reflected in the blocking and stacking diagrams.

Task IV.2 – Refine Capital Construction Cost Factors – For each Building Development Plan element, its capital and life cycle impacts and costs will be updated, based upon its intended implementation period in the Phasing/Implementation Plan. All of the interim phases as well as the final completion will need to be addressed in this task.

Task IV.3 – Refine Operational Cost Factors – For each Building Development Plan element, its operational impacts and costs will be updated based upon its intended implementation period in the Phasing/Implementation Plan. All of the interim phases as well as the final completion will need to be addressed in this task. Staffing will be provided by the County departments based on the proposed options.

Task IV.4 – Refine Phasing and Move Management Plan – similar to the construction and operational cost factors, the phasing, Implementation and move management of each Building Development plan will be refined to help arrive at a final recommended solution. With a clear grasp of the physical and operational scope of work/impacts for each contemplated Building Development plan element, a specific Phasing/Implementation Plan will be developed for each component. Many actions, be they operational, planning or construction will be dependent on or related to other actions and need to be phased for optimal benefit.

Task IV. 5 – Produce Draft Building Development Plans – This task produces the pre-publication documentation of all the key elements in the overall Building Development plan, including policy objectives, existing conditions, standards, options considered, proposed actions,

anticipated operational/capital construction costs, schedule, phasing and the basis for decision-making. Copies will be provided for review and comment prior to development of the final document. This phase also represents the compilation of all of the previous work on the final blocking and stacking drawings as well as all of the other documents that were created, producing a comprehensive report along with an Executive summary. Prior to the next two tasks, this task represents the development of the final draft.

Task IV.6 – Present and Distribute Building Development Plan – The draft report will be presented to LADPW and the County departments as part of the review process. Presentations can be made as required.

Task IV.7 – Incorporate Comments and Reissue with Executive Summary – This phase focuses on the synthesis of the recommendations developed in the prior Phases. At the completion of this phase the team will proceed with the development of the scoping documents for the various phases of the implementation plan for the Consolidated Correctional Treatment Facility.

The actual deliverables in this phase will include:

Meeting minutes, an updated timeline for the overall project along with refined milestone dates and reporting schedules will be included as with all phases. This phase will also provide for the draft plan along with the associated construction and operational costs. The refined phasing and move management plans will be submitted as well also along with associated costs. Public and Stakeholder presentations will be included in this phase as well. All of the information will be compiled into a Draft Phase IV Report and submitted for a two week review period. Comments will be received from the Steering Committee and other appropriate sources will be incorporated into the draft resulting in the Final Phase IV Report.

Phase V – Design/Build Procurement Scoping Documents.

This phase represents the final culmination of all of the previous efforts into a document that can be used to procure proposals from design/ build teams that will answer the County's issues and will be consistent with one another. Much of this Phase will be explaining the "hows and whys" of the work to date in narrative form. The specifications outlining the direct criteria required to be included in a design/ build proposal submittal will be included in this phase as well.

The final Phase, Phase V is made up of five tasks as follows:

- V.1 Project Specific Life Cycle Cost Criteria
- V.2 Develop Scoping Documents (including all specifications of materials, finishes, security systems including low voltage as well as provisions for specialized medical equipment)
- V.3 Utility Availability and Points of Connection
- V.4 Site Analysis

V.5 Basis of Design Report

Following is a detailed description of what is envisioned to occur within each of the tasks:

Phase V.1 – Project Specific Life Cycle Cost Criteria – Working in concert, AECOM’s team of architects and engineers and the LA County facilities management group will begin identifying, exploring, and analyzing various building systems that provide a strong life cycle cost for the building that will be incorporated into the scoping documents. The goal of this is to refine specific systems such as the use of a vacuum sewer system versus gravity. Another example might be specific cell component construction.

Phase V.2 – Develop Scoping Documents – This task comprises the development of a comprehensive set of scoping documents for the various components of the new Los Angeles County Consolidated Correctional Treatment Facility. The documents will consist of output specifications describing all the building and infrastructure systems, Specifications including materials and finishes, the architectural space program, and blocking/stacking diagrams illustrating the relationships and optimal adjacencies of all components at the site and in the buildings. Site plans illustrating the proposed layout will also be refined as part of this package. The documents will also identify all the code and regulatory requirements necessary for approvals. Additionally, there will be full written narratives for all aspects of the plan and the required submittals.

Phase V.3 – Utility Availability and Points of Connections – As part of the scoping documents, a series of utility site plans as well as preliminary criteria for a central plant will be prepared and submitted for each design-build team to understand the availability and capacity of utilities coming to the site for the project development.

Phase V.4 – Submit Site Analysis – The Scoping Documents will also include site analysis that include the geotechnical report (currently optional), surveys, point of access, and other site features that must be known by each design-build team in preparation of their technical and cost proposal. However, recommendations as to how to address the data will not be included.

Phase V.5 – Basis of Design Report – This task will result in the compilation of the entire Scoping Document Package for Los Angeles County’s review prior to issuance to the short-listed design-build teams. This task will also include the completion of the specifications required for development so as to further define the level of quality expected in the future design/ build submittals.

The actual deliverables in this phase will include:

Meeting minutes, an updated timeline for the overall project beyond the preparation of this report and associated documents, along with refined milestone dates and reporting schedules as well as liaisons with regulatory agencies and Stakeholders will be included as with all phases. This phase will also provide for the final plan along with the associated construction and

operational costs. The final phasing and move management plans will be submitted as well also along with associated costs. Additional Public, Stakeholder and regulatory agency presentations will be included in this phase as well if required and/or deemed appropriate. All of the information will be compiled into a Final Draft Report and submitted for review. Comments will be received will be incorporated prior to issuing the Final Report.

The Final Report will consist of Specific Life Cycle Cost Criteria, Final Scoping Documents, Utility Documentation and Recommendation, Site Analysis and a Basis of Design report including Specifications.

Allowances

Following is a list of allowances identified in the proposal to be used at the County's discretion:

EIR Coordinating Allowance: \$100,000.

This is to be used for AECOM's coordination with the County's consultant producing the EIR

Community Outreach Allowance: \$100,000.

This is to be used for AECOM's Coordination with either the County or their consultant for Community meetings and additional outreach or public relations.

Design Build Support: \$250,000.

The Design build Support Phase is an additional service outside of the base proposal. It is intended to provide support to the County during the Design Build procurement process.

County Additional Services: \$500,000.

This sum is to be used at the County's discretion for as of now, unforeseen tasks and expenses as the County sees fit.

General

The specialized consultants to be used on this project and the areas of their expertise are as follows:

- JFA Associates Jay Farbstein , Principal *Corrections Mental Health Programmer*
Brenda Epperly, Associate
- Sasha Schwartzkopf *Civil Engineering*
- Manojt Sinha *Site Utilities*
- Virgil Aoanan *Site/ Civil*
- Lynn Capouya *Landscape Arch.*
- TBD *Vertical Transportation*
- Marshall Associates *Food and Laundry Design*
- Cummings *Cost Estimating*

The specialized services to be provided by AECOM personnel on this project and the areas of their expertise are as follows:

• Ken Jandura	<i>Programmer</i>
• Sofia Tata	<i>Programmer</i>
• Gary Gayhart	<i>Physical Security</i>
• Doug Milby	<i>Electronic Security</i>
• Carolyn Stegon	<i>Structural</i>
• Gary Stephens	<i>Electrical</i>
• Andy Reed	<i>Mechanical</i>
• Jack Campbell	<i>Fire protection</i>
• Jerry Flores	<i>Environmental</i>
• Aly MacGregor	<i>Energy Modeling</i>
• TBD	<i>LEED Compliance</i>
• TBD	<i>Traffic Consulting</i>
• Steve Galloway	<i>Move Management</i>
• QC Team(TBD)	<i>Quality Control</i>

In addition to the above, the Senior Management team consisting of John Van Whervin, Roger Lichtman, Dave Voda and/or Pete Obarowski will be committed to the project. Supplemental assistance will be provided in the areas of CADD support, Specifications, Technical Coordination, additional Behavioral Health input and Code review. Allowances have been identified above for all other currently envisioned, or as of now, not yet envisioned tasks.

Conclusion

Upon completion of the above elucidated scope of work, LA County will possess a comprehensive set of tools with which to direct the Design/Build Teams to develop optimal solutions which will address the needs of the treatment center with special attention paid to mental health. From the submittals and the submittal process, the County will be able to implement a strategy as laid out over the next months. To that end, we are proud to be able to be considered a part of the process that will shape the future of mental health/substance abuse treatment delivery in the County and possibly beyond.